

# State of Colorado



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## DPA

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[www.colorado.gov/dpa](http://www.colorado.gov/dpa)

DATE: March 22, 2006

TO: Directly Affected Employees through Agency HR Administrators  
American Federation of State, County, Municipal Employees  
Colorado Association of Public Employees  
Colorado Federation of Public Employees  
Association of Colorado State Patrol Professionals

FROM: Karen Fassler, Total Compensation Manager

SUBJECT: **Official Notice of Proposed Change - JEL 06-02 – Therapy Assistant**

JEL 06-02 has been released. This proposal contains the recommended changes for the Therapy Assistant class series. Implementation will be July 1, 2006. There is no fiscal impact. Please share this information with your appointing authorities, affected employees, budget officers, and any others in your department or institution.

Statute requires that directly affected employees and employee organizations be notified of proposed changes to the system prior to changes being finalized and implemented. By Personnel Director's Administrative Procedures 1-10 and 2-3, notice to employees of these proposed changes, including any class placement, shall be provided by appointing authorities. Department human resource administrators are responsible for providing this information to their respective appointing authorities. **APPOINTING AUTHORITIES ARE RESPONSIBLE FOR DISTRIBUTING THIS INFORMATION TO DIRECTLY AFFECTED EMPLOYEES BEFORE THE DEADLINE SPECIFIED BELOW.**

No class description is final until approved for implementation by the state personnel director. Employees should contact their department human resource offices for further information. Information is also available on the web at [www.colorado.gov/dpa/dhr](http://www.colorado.gov/dpa/dhr).

**The following public meeting is scheduled to fulfill the department's "meet and confer" obligation.**

Tuesday, April 4<sup>th</sup>, 2006, at 1:00 pm.  
1313 Sherman St., Room 110, Denver.

All meet and confer activities must be concluded by **Friday, April 14<sup>th</sup>, 2006**, in order to be considered before the study is finalized and implemented. For additional information, please contact Travis Engelhardt at 303-866-2391. Written comments may be faxed to 303-866-2458, emailed to [Travis.Engelhardt@state.co.us](mailto:Travis.Engelhardt@state.co.us), or mailed to the following address before 5:00 pm on April 14, 2006.

ATTN: Travis Engelhardt  
Department of Personnel & Administration  
1313 Sherman Street, First Floor  
Denver, CO 80203

## SUMMARY OF SYSTEM CHANGES

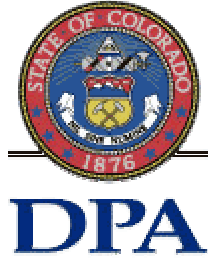
JE Letter #: 06-02  
Date of Letter: 3/22/06

### Total Compensation Systems

\* P = proposed; F = final (only F is to be entered into EMPL and ADS)

P or F*	CD Changes			Current Class		New Class		Occ Grp		Grade		Pay Diff.		Effective Date
	New	Rev	Abol	Code	Title (limit 25 characters)	Code	Title (limit 25 characters)	From	To	From	To	From	To	
P		X		C5L1TX	THERAPY ASSISTANT I	C5L1TX	THERAPY ASSISTANT I	HCS	HCS	C28	C28	1	1	7/1/06
P		X		C5L2XX	THERAPY ASSISTANT II	C5L2XX	THERAPY ASSISTANT II	HCS	HCS	C32	C32	1	1	7/1/06
P		X		C5L3XX	THERAPY ASSISTANT III	C5L3XX	THERAPY ASSISTANT III	HCS	HCS	C36	C36	1	1	7/1/06
P		X		C5L4XX	THERAPY ASSISTANT IV	C5L4XX	THERAPY ASSISTANT IV	HCS	HCS	C38	C38	1	1	7/1/06

SSUING AUTHORITY: Colorado Department of Personnel and Administration Rev. 01/2002. # is designation for a salary lid class.



# **SYSTEM MAINTENANCE STUDY**

## **NARRATIVE REPORT -- PROPOSED CHANGES**

### **THERAPY ASSISTANT**

**Conducted Fiscal Year 2005-2006**

#### **BACKGROUND AND PURPOSE OF STUDY**

This system-wide study is part of the Department of Personnel and Administration's (hereafter "the department") statutory responsibility, CRS 24-50-104(1)(b), for maintaining and revising the system of classes covering all positions in the state personnel system. Such maintenance may include the assignment of appropriate pay grades that reflect prevailing wage as mandated by CRS 24-50-104(1)(a). The state personnel director has delegated authority for system studies to the Division of Human Resources (hereafter "the division").

An error was caught in the class description for the Therapy Assistant. The purpose of this study is to correct the error.

#### **ISSUES AND FINDINGS**

During the HCS consolidation study of FY 00-01, the Therapy Assistant class description was originally proposed with three levels. Based on feedback and meet and confer activities, DPA agreed to add a fourth level (unit supervisor) similar to the prior Occupational/Physical Therapy Assistant IV class. This Therapy Assistant IV class was supposed to clearly require supervision of at least one Therapy Assistant III level position. The final JEL (01-5) was published with the Concept of Class requiring supervision of at least one Therapy Assistant III position, but the Line/Staff (L/S) factor definition did not mention that it required supervising at least one Therapy Assistant III. It merely showed the standard "at least one in the series or at a comparable conceptual level".

Additionally, when the Therapy Assistant III class was carefully reviewed against the narrative, the current III also appeared inconsistent. The Therapy Assistant III Concept of Class allows individual

contributors that write their own treatment plans to be placed at the III level, but the L/S factor doesn't mention individual contributor. L/S only mentions work leaders (erroneously) and unit supervisors of positions that don't write their own treatment plans.

This study will correct the class description for the Therapy Assistant III and IV to match the original intent of the series. The Therapy Assistant III will be corrected to include individual contributor and remove the work leader in the L/S factor definition. The Therapy Assistant IV will have the requirement of supervising at least one Therapy Assistant III added in the L/S factor definition.

These clarifications fix an error in the III and clarify the original intent of the IV, but do not change the originally published concept for these classes. No PDQ's will be reviewed by DPA. It is recommended that affected department's evaluate any PDQ's at the next regular evaluation period to address any possible erroneous allocations due to the ambiguity or error.

## **FISCAL IMPACT FOR IMPLEMENTATION YEAR**

This study has no fiscal impact.

## **RECOMMENDATIONS**

### **I. Occupational Group**

No change is recommended. These classes remain in the Health Care Services Occupational Group.

### **II. Class Descriptions**

See the attached class description for the changes discussed above.

### **III. Class Conversion and/or Placement**

There is no class conversion or class placement. Positions will remain in their existing class.



## **STATE OF COLORADO**

### **CLASS SERIES DESCRIPTION Proposed March 22, 2006**

#### **THERAPY ASSISTANT**

C5L1TX TO C5L4XX

#### **DESCRIPTION OF OCCUPATIONAL WORK**

This class series uses four levels in the Health Care Services Occupational Group and describes technical work in support of a therapy discipline. Technical work involves practical application of the practices and techniques of therapy but not the principles and theories which are applied by the therapist. Therapy assistants support the delivery of therapeutic treatment, habilitation, rehabilitation, and client instruction to an assigned client population under the supervision of a therapist. Some positions work in security settings where the positions follow policies and procedures to ensure the safety of themselves and others. Some positions may require registration or certification.

**INDEX:** Therapy Assistant I begins on this page, Therapy Assistant II begins on page 2, Therapy Assistant III begins on page 4, and Therapy Assistant IV begins on page 5.

#### **THERAPY ASSISTANT I**

C5L1TX

#### **CONCEPT OF CLASS**

This class describes the clearly defined level where positions follow established work processes and procedures. Positions operate within standard operations and alternatives that are known and any deviation from such requires prior approval. Some assignments do not move beyond this level.

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **THERAPY ASSISTANT**

**Proposed March 22, 2006**

#### **FACTORS**

**Allocation must be based on meeting all of the four factors as described below.**

**Decision Making** -- The decisions regularly made are at the defined level as described here. Within limits prescribed by the operation, choices involve selecting alternatives that affect the manner and speed with which tasks are carried out. These choices do not affect the standards or results of the operation itself because there is typically only one correct way to carry out the operation. These alternatives include independent choice of such things as priority and personal preference for organizing and processing the work, proper tools or equipment, speed, and appropriate steps in the operation to apply. By nature, the data needed to make decisions can be numerous but are clear and understandable so logic is needed to apply the prescribed alternative. Positions can be taught what to do to carry out assignments and any deviation in the manner in which the work is performed does not change the end result of the operation.

**Complexity** -- The nature of, and need for, analysis and judgment is prescribed as described here. Positions apply established, standard guidelines that cover work situations and alternatives. Action taken is based on learned, specific guidelines that permit little deviation or change as the task is repeated. Any alternatives to choose from are clearly right or wrong at each step.

**Purpose of Contact** -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication are for the purpose of exchanging or collecting information with contacts. This involves giving learned information that is readily understandable by the recipient or collecting factual information in order to solve factual problems, errors, or complaints.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as an individual contributor. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

## **THERAPY ASSISTANT II**

C5L2XX

#### **CONCEPT OF CLASS**

This class describes full-operating therapy assistant. While the duties are similar to those performed at the lower level, the complexity of the job is different. The systems, operations, and processes are still established and defined but allow more flexibility and latitude in implementing treatment plans written by professional therapists. The work requires adapting practical approaches or routines for various situations. Not all circumstances are covered by established guidelines so positions must improvise solutions and alternatives. This class includes

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **THERAPY ASSISTANT**

**Proposed March 22, 2006**

responsibility for training lower level assistants. Therapy Assistant II differs from Therapy Assistant I on the Complexity factor and may differ on the Line/Staff Authority factor.

### **FACTORS**

**Allocation must be based on meeting all of the four factors as described below.**

**Decision Making** -- The decisions regularly made are at the defined level as described here. Within limits prescribed by the operation, choices involve selecting alternatives that affect the manner and speed with which tasks are carried out. These choices do not affect the standards or results of the operation itself because there is typically only one correct way to carry out the operation. These alternatives include independent choice of such things as priority and personal preference for organizing and processing the work, proper tools or equipment, speed, and appropriate steps in the operation to apply. By nature, the data needed to make decisions can be numerous but are clear and understandable so logic is needed to apply the prescribed alternative. Positions can be taught what to do to carry out assignments and any deviation in the manner in which the work is performed does not change the end result of the operation.

**Complexity** -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study information to determine what it means and how it fits together in order to get practical solutions to problems. Guidelines in the form of standard operating procedures, methods, and techniques exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation.

**Purpose of Contact** -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication are for the purpose of exchanging or collecting information with contacts. This involves giving learned information that is readily understandable by the recipient or collecting factual information in order to solve factual problems, errors, or complaints.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as an individual contributor or work leader. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

### **OR**

The work leader is partially accountable for the work product of two or more full-time equivalent positions, including timeliness, correctness, and soundness. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. Typical elements of

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **THERAPY ASSISTANT**

**Proposed March 22, 2006**

direct control over other positions by a work leader include assigning tasks, monitoring progress and work flow, checking the product, scheduling work, and establishing work standards. The work leader provides input into supervisory decisions made at higher levels, including signing leave requests and approving work hours. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

### **THERAPY ASSISTANT III**

C5L3XX

#### **CONCEPT OF CLASS**

This class describes positions with responsibility for writing patient treatment plans that are reviewed by professional therapists or for supervising therapy assistant positions responsible for implementing patient treatment plans. At this level, positions design and implement operations to accomplish the work. Work includes, but is not limited to, deciding what operations will be performed and how processes will be implemented. Therapy Assistant III differs from Therapy Assistant II on the Decision Making, Purpose of Contact and possibly Line/Staff Authority.

#### **FACTORS**

**Allocation must be based on meeting all of the four factors as described below.**

**Decision Making** -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices.

**Complexity** -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study information to determine what it means and how it fits together in order to get practical solutions to problems. Guidelines in the form of standard operating procedures, methods, and techniques exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation.

**Purpose of Contact** -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as an individual contributor or unit supervisor. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or



## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **THERAPY ASSISTANT**

**Proposed March 22, 2006**

guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

### **OR**

The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

### **THERAPY ASSISTANT IV**

C5L4XX

#### **CONCEPT OF CLASS**

This class describes positions with unit supervisor responsibility that exercises direct, formal control over therapy assistants, of which at least one is responsible for writing their own client treatment plans. Therapy Assistant IV differs from Therapy Assistant III on Line/Staff Authority.

#### **FACTORS**

**Allocation must be based on meeting all of the four factors as described below.**

**Decision Making** -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices.

**Complexity** -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study information to determine what it means and how it fits together in order to get practical solutions to problems. Guidelines in the form of standard operating procedures, methods, and techniques exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines, which may change for varying circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given circumstances of the situation.

**Purpose of Contact** -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of advising, counseling, or

## **CLASS SERIES DESCRIPTION (Cont'd.)**

### **THERAPY ASSISTANT**

**Proposed March 22, 2006**

guiding the direction taken to resolve complaints or problems and influence or correct actions or behaviors.

**Line/Staff Authority** -- The direct field of influence the work of a position has on the organization is as a unit supervisor. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions must be in the Therapy Assistant III class or at a comparable conceptual level. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

### **ENTRANCE REQUIREMENTS**

Minimum entry requirements and general competencies for classes in this series are contained in the State of Colorado Department of Personnel web site.

For purposes of the Americans with Disabilities Act, the essential functions of specific positions are identified in the position description questionnaires and job analyses.

### **CLASS SERIES HISTORY**

Proposed 3/22/06 (TLE. Clarification on L/S factor for the III and IV.

Effective 7/1/01 (LLB). HCS Consolidation Study consolidated Clinical Therapy Assistant (C1B) and Occupational/Physical Therapy Assistant (C1F). Draft published 2/21/01, proposed 5/10/01, and final 7/1/01.

Effective 9/1/93 (KAS). Job Evaluation System Revision project. Converted Therapy Assistant (A5601-6) to Clinical Therapy Assistant (C1B). Created Occupational/Physical Therapy Assistant (C1F). Published as proposed 6/1/93.

Revised 7/1/90. Changed pay differential for Supervising Therapy Assistant (A5606).

Revised 1/1/89. Changed in-grade hire step.

Revised 9/1/88. Changed minimum qualifications and KSAs for Therapy Assistant IA - Therapy Assistant II (A5601-5). Changed pay grade for Therapy Assistant II (A5605).

Created 9/1/88. Supervising Therapy Assistant (A5606).

Created 1/1/75. Therapy Assistant (A5601-5)

**CLASS SERIES DESCRIPTION (Cont'd.)****THERAPY ASSISTANT****Proposed March 22, 2006****SUMMARY OF FACTOR RATINGS**

<b>Class Level</b>	<b>Decision Making</b>	<b>Complexity</b>	<b>Purpose of Contact</b>	<b>Line/Staff Authority</b>
Therapy Assistant I	Defined	Prescribed	Exchange	Indiv. Contributor
Therapy Assistant II	Defined	Patterned	Exchange	Indiv. Contributor or Work Leader
Therapy Assistant III	Operational	Patterned	Advise	Indiv. Contributor, Unit Supervisor
Therapy Assistant IV	Operational	Patterned	Advise	Unit Supervisor

ISSUING AUTHORITY: Colorado Department of Personnel/General Support Services